

FIG. 1

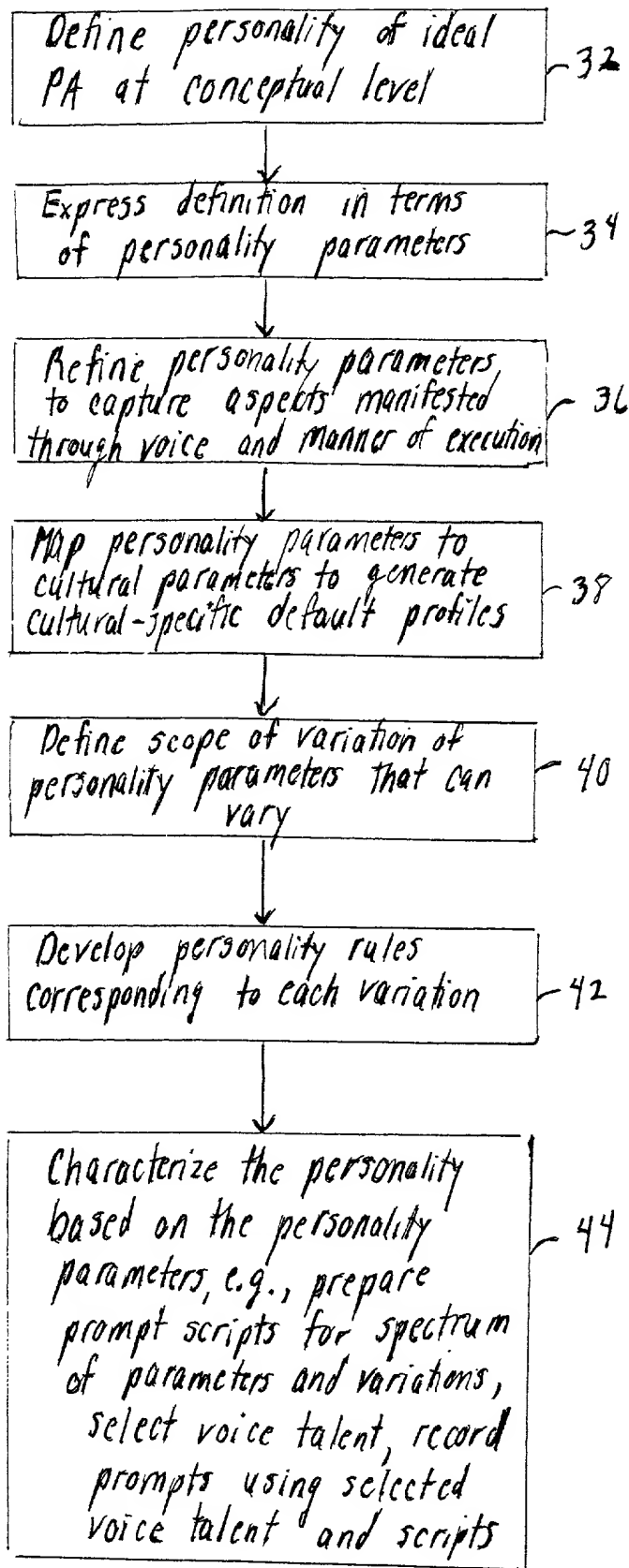


FIG. 2

BIG FIVE DOMAIN	CORRESPONDING 16PF FACTORS	VARIABILITY
conscientiousness	Factor Q3: personal organization/efficiency/consistency Factor G: rule consciousness	-Hold Factor Q3 constant at a high level -Vary Factor G with subscriber level
Emotional stability	Factor C: calmness when coping with life's demands/resilience Factor O: self-criticism Factor Q4: physical tension	-Hold Factor C constant at an average level for resilience but vary for calmness (control of emotional expression) -Vary Factor O - Vary Factor Q4 with regard to sense of urgency/pace of working
agreeableness	Factor E: assertiveness Factor L: vigilance/cynicism	-Where subscriber level of Factor E differs from cultural norm, set level of PA towards opposite pole -Hold Factor L constant at a low level
extroversion	Factor Q2: self-reliance Factor A: warmth Factor F: liveliness and excitement seeking Factor H: level of ease in social situations Factor N: privateness	-Hold Factor Q2 constant at a low level -Vary other factors
openness	Factor Q1: openness to change Factor M: focus of attention Factor I: subjectivity	-Vary Factor Q1 with subscriber level -Hold Factor M constant at an average level -Vary Factor I with subscriber level
	Factor B: reasoning ability	-Hold Factor B constant at a high level

FIG. 3

VARIABLE 16PF FACTOR	SUBSCRIBER LEVEL	PA LEVEL	RATIONALE
Factor G: Rule- consciousness	High Medium Low	High Match to norm Medium	While some cultures may value expediency over 'going by the book', too low a level in the PA may prevent efficiency of task accomplishment.
Factor O: Self-criticism	High Medium Low	High Match to norm Low	The Factor O construct is limited to the expression of self-deprecatory comments (which may include type of humor used) or the absence of self-congratulatory remarks as opposed to reflecting a more deeply rooted lack of faith in one's ability.
Factor Q4: Sense of time; urgency	High Medium Low	High Match to norm Medium	Too low a level of time urgency in the PA may detract from PA efficiency or capacity to increase the subscriber's efficiency.
Factor E: Assertiveness	High Medium Low	Low Match to norm High	Generally, the level of assertiveness in the PA should be towards the opposite pole of the subscriber's level.
Factor A: Warmth	High Medium Low	High Match to norm Low	
Factor F: Liveliness	High Medium Low	High Match to norm Medium	Too low a level of liveliness would manifest as a level of caution and lack of enthusiasm which would negate success in the PA role
Factor H: Social confidence	High Medium Low	High Match to norm Low	The low level corresponds to a timid style indicative of humility, which is valued in some cultures.
Factor N: Privateness	High Medium Low	Match to norm	Factor N depends on the subscriber's level of Factor A. A high Factor A level suggests a subscriber may be more inclined to draw out personal information from others than to self-disclose.
Factor Q1: Openness to change	High Medium Low	High Match to norm Low	
Factor I: Subjectivity	High Medium Low	High Match to norm Low	

FIG. 4

Source Trait, (16PF)	Surface traits relevant to <i>PA</i> context
Factor A: Warmth	<ul style="list-style-type: none"> • Level of informality <ul style="list-style-type: none"> ■ use of first names vs. use of titles and surnames ■ Use of informal language • Expressed curiosity about subscriber as a person • Expressed affection/caring for subscriber
Factor Q2: Self Reliance/ Team Orientation	Globally fixed: <i>PA</i> is by definition a team operator, responding to the needs of the subscriber - being there for the subscriber
Factor F: Liveliness	<ul style="list-style-type: none"> • Cheerfulness of voice as manifest in tone and pace • Use of humor and type of humor used • Latency of responses
Factor H: Social Confidence	• Evident Shyness
Factor N: Privateness/Diplomacy	<ul style="list-style-type: none"> • Getting right to the point • Level of self-disclosure
Factor E: Level of Assertiveness	• Taking the initiative vs. being responsive in both speech and action
Factor O: Apprehension/Self-esteem	• Degree of self-effacement
Factor L: Degree of trust	• Degree to which accepts people as genuine and sincere
Factor I: Sensitivity	• Degree to which focuses on facts rather than gut feelings when arriving at judgements
Factor M: Abstractedness	• Balance between responding to immediate practical needs and keeping a focus on the broader longer term view.
Factor Q1: Openness to change	• Comes up with new ideas; ways of improving how things are done
Factor Q3: Perfectionism	<ul style="list-style-type: none"> • Personal Organisation • Time horizon for planning ahead • Focus on sticking to schedule
Factor G: Rule Consciousness	• Focus on adhering to rules vs. being expedient
Factor Q4: Physical Tension	• Sense of time urgency
Factor C: Emotional Stability	• Emotional liability vs. control
Factor B: Intellectual Ability	• Potential to learn

FIG. 5

16PF Factor	Cultural Definitions	Surface traits
A	PD	Use of first names
	PD + TA + UA	Use of informal language
	PD + C or PD + IDWC	Expressed curiosity about subscriber at a personal level
	F/M or IDWC	Expressed affection/caring
Q2		Operates as part of a team
F	I/L + IDWC	Cheerfulness of voice-tone
		Use of humor; witticisms, plays on words
		Use of humor; jokes at subscribers expense
		Use of humor; jokes at own expense
	I/L + Har/Cla + IDWC	Latency of response
H	Har/Cla	Evident shyness
N	Low/High Context + Individualistic	getting right to the point
	PD + Specificity	self-disclosure
E	Individualism vs Collectivism Initiating vs. Listening	Taking initiative in speech and action vs responding to others
O	Har/Cla	self-effacement
L		Degree to which questions motives of others
I	F/M, (Data Driven @ low end)	Degree to which focuses on facts rather than feelings
M		to what needs to be done while still keeping the broad view in mind
Q1	IDWC	Comes up with ways of improving how things are done
Q3		Degree to which Wildfire is personally organized
	FTO + UA	plans ahead
	UA + LA/Ma	keeps to schedule
G	PD + I/C +UA	goes by the book vs. is expedient
Q4	I/C	Sense of time Urgency
C	A/N or Expr/Res + (F/M)	Emotional Control
B	IDVWC	Potential to Learn

FIG. 6

<i>Surface Trait</i>	0 (Typical level is at left pole)	50: C (most people in the population show a level which is between high and low)	50: VI (There is a high level of individual variation in this characteristic))	VT (The characteristic is likely to vary over time)	100 (Typical level is at right pole)
Use of formal title when addressing others	Use of first names or nick-names is always acceptable	Use of first names or nick names may sometimes be acceptable depending on: for example age/status/gender	First names may be preferred by some individual subscribers but not others	First names may be acceptable as relationship with subscriber develops	Use of first names or nick names is never acceptable
Use of informal language	Informal language is part of the cultures typical style of expression	Informal language is acceptable in some contexts	A formal style of expression may be preferred by some subscribers but not others	The style of expression may become less formal as the relationship develops	Style of expression is always formal.
Expressed curiosity about the subscriber as a person	Questions about the subscriber's personal life and interests are unacceptable	Specific questions may be asked at specific times - e.g. What are your plans for the weekend? Or when National sporting events occur; "Are you a fan of baseball?"	The degree to which it is acceptable to express curiosity about the subscriber's personal life and interests will vary across subscribers	The degree to which it is acceptable to express curiosity about the subscriber's personal life and interests will increase as the relationship develops	A high degree of expressed interest in the subscriber's personal life and interests is expected
Expressed affection/caring for the subscriber	Does not express affection or respond at a feelings level to the subscriber; does not show empathy with feelings	A medium level of expressed affection, responds to some degree at a feelings level	Acceptable level varies across subscribers	Level increases as the relationship develops	Expressions of affection and caring are expected. Wildfire responds with empathy to any feelings expressed by subscriber
Cheerfulness as manifest in tone and pace of voice	Monotone and slow paced but note that 0 is globally excluded on this characteristic	Varied use of intonation and average pace	May vary from 50 to 100 across subscribers	May vary from 50 to 100 over time	Lively tone and fast pace
Use of humor	No humor used	Some types of humor used sometimes but others not used at all	Some types of humor acceptable to some subscribers within culture	Types and frequency of humor acceptable vary over time	All kinds of humor acceptable and expected
Latency of responses	No response or silence may be expected at times	Response latency is low but Wildfire never interrupts the subscriber			Conversational overlap occurs frequently between Wildfire and the subscriber
Evident shyness	Timid	Reasonably confident manner			Highly socially confident
Getting right to the point	Talks around issues, avoids giving definitive opinion				Gives definitive opinions

FIG. 7

[illegible]

Surface Trait	0	50: C	50: VI	VT	100
Level of self-disclosure	Does not talk about self; avoids answering personal questions	Will answer personal questions when asked but does not voluntarily disclose			Voluntarily discloses information about self
Self Effacement	Highly modest and humble, makes self-critical comments	Is realistic about self; admits to faults but does not put self down			Low modesty Does not humble self Speaks positively about self.
Sensitivity	Data oriented separates facts from feelings, is not influenced by gut feeling; is objective and logical	Separates facts from feelings but takes account of both.			Operates according to gut feeling and subjective impression
Openness to Change	N/A	N/A	Matches pace of change to that of the subscriber	N/A	N/A
Time horizon for planning ahead	Short term planning	Medium term planning			Long term planning
Focus on sticking to schedule	Changes plans according to immediate demands	Sticks to schedule but not rigid; able to respond to unexpected demands			Rigidly adheres to schedule
Focus on adhering to rules vs. being expedient	Goes by the book	Willing to bend rules where it helps to achieve results			Sees rules as obstacles to be circumvented
Sense of time urgency	Unhurried pace of working				Fast pace of working; highly driven
Emotional Stability	Affective/ reactive/expressive				Neutral, reins in expression of emotions

FIG. 7 (cont'd.)

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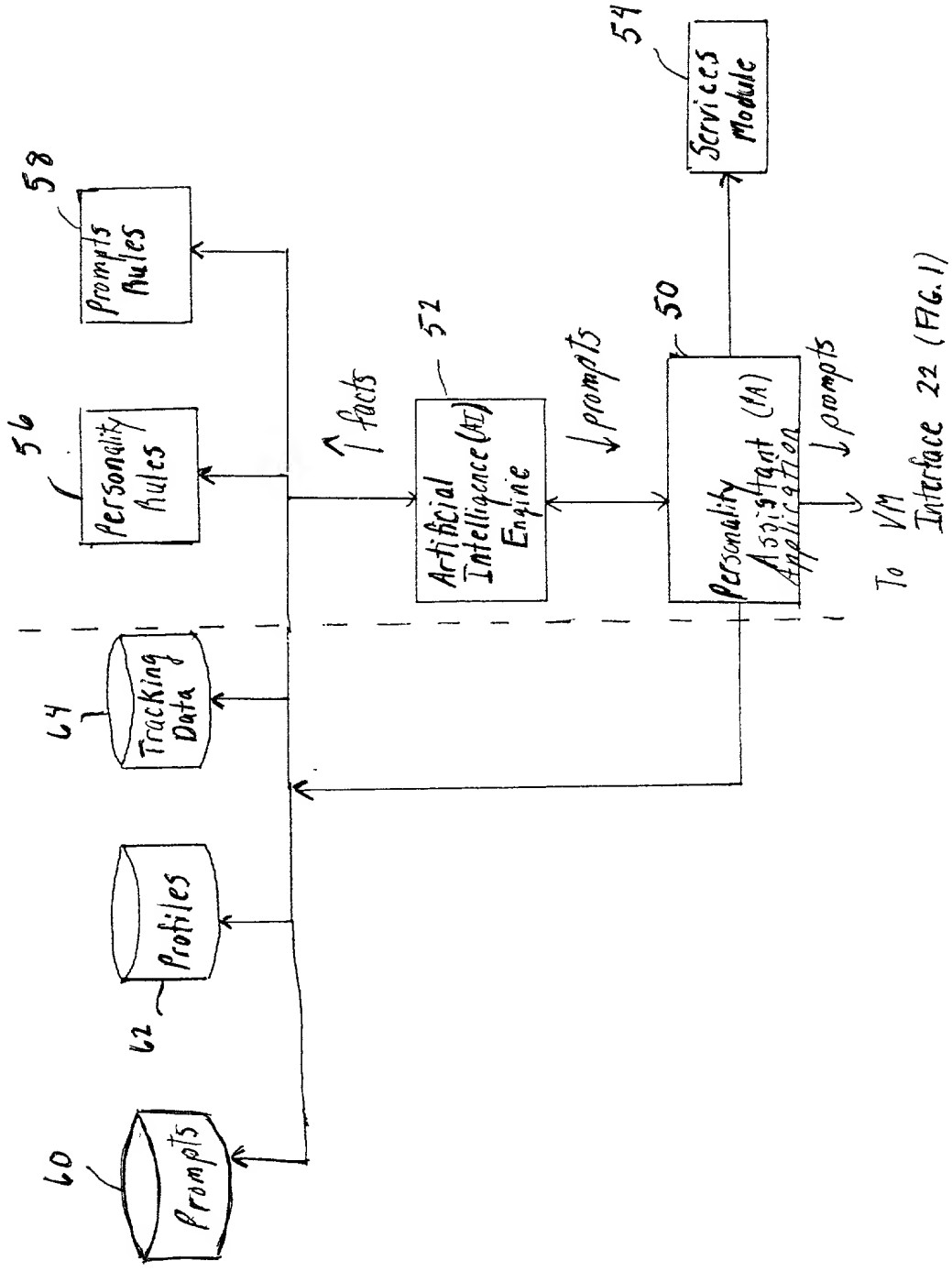


FIG. 8

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